



# **Strategic Mobility**

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**Director for Logistics**

**The Joint Staff**

**NDIA 6th Annual Expeditionary Warfare Conference  
1 November 2001**



## J4 Mission

**Full time support to the Chairman and the warfighting CINCs in successfully executing the full spectrum of military operations in a joint, effective and efficient manner via focused logistics for today and the 21st century.**

***Full Spectrum Supportability***



**“Traditional” Operations Supported  
by Logistics 30-60 Days Supply**

**LOGISTICS/OPS**



**Today and Future Logistics  
Simultaneous with Operations**



**Operational Spectrum**



Rwanda

Humanitarian Assistance



Somalia

Peace Keeping



Desert Storm

Peace Enforcement

Minor Conflict

Major Theater War



Hurricane Mitch



Haiti



Bosnia

**Force Deployment Process + Sustainment Process**



**Single Process**





# 21st Century Security Environment



**Non-State Actors**

**Weapons  
Proliferation**



**Weapons of  
Mass Destruction**



**Transnational Actors**



**Peacekeeping**



**Information Security**



**Terrorism**



**Failed States**





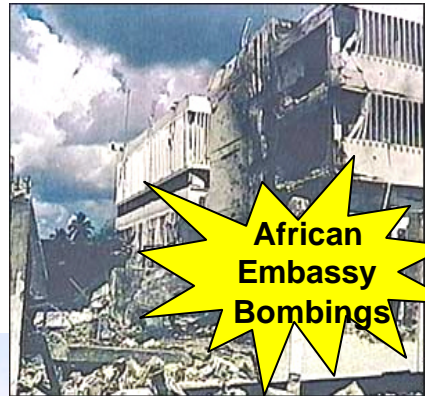
# OPERATIONAL LOGISTICS SPECTRUM



**Bosnia  
Kosovo  
Iraq**



**Turkey  
Earthquake**



**African  
Embassy  
Bombings**



**ENDURING  
FREEDOM**



**Hurricane  
MITCH/  
GEORGE**



**USS  
COLE**



**NOBLE  
EAGLE**

***THE WORLD TODAY***

# JOINT VISION 2020





# Focused Logistics

**Rapid Response Rapid  
Distribution**

**Precise Application of Logistics**

**Total Asset  
Visibility and  
Intransit  
Visibility**

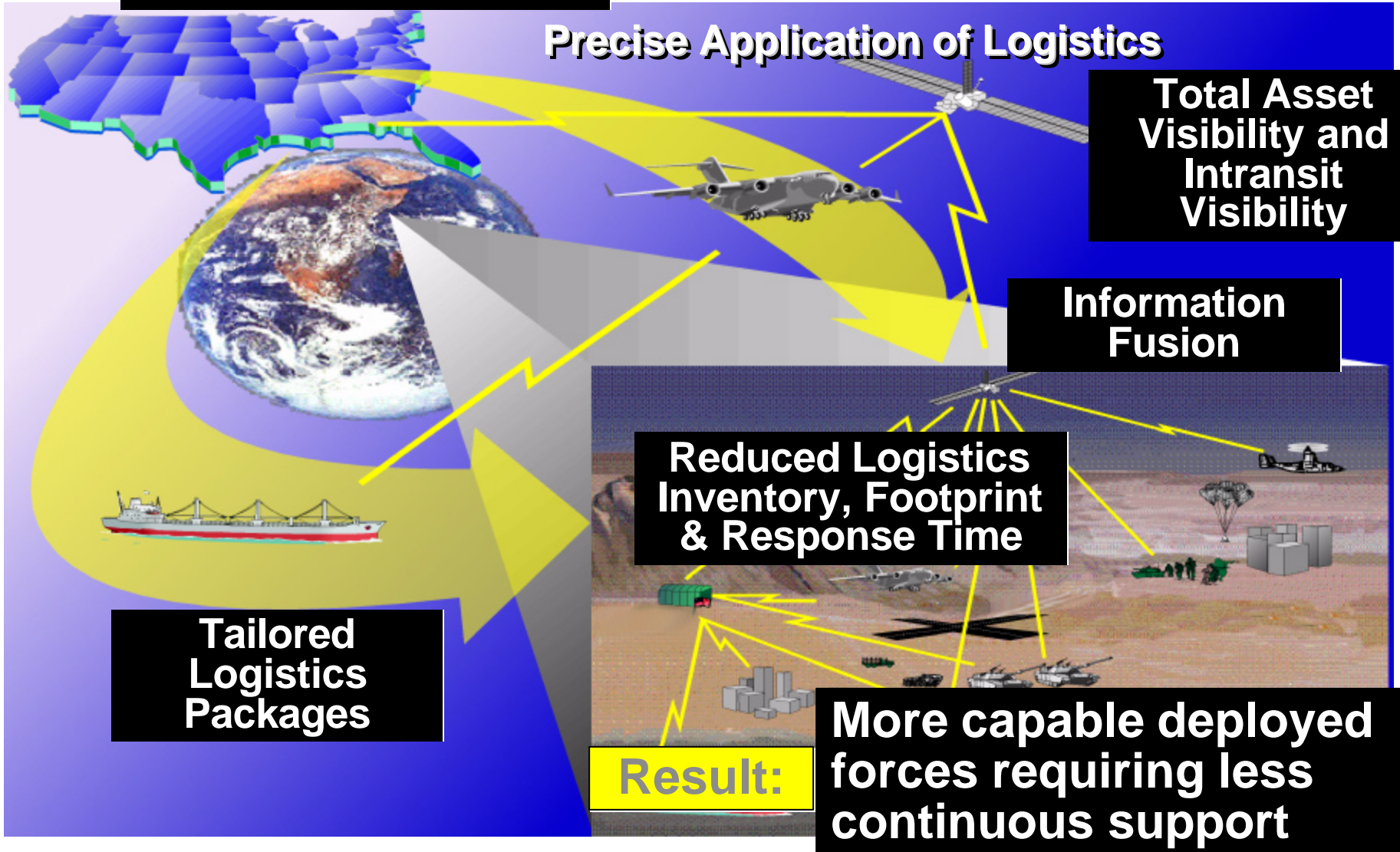
**Information  
Fusion**

**Reduced Logistics  
Inventory, Footprint  
& Response Time**

**Tailored  
Logistics  
Packages**

**Result:**

**More capable deployed  
forces requiring less  
continuous support**





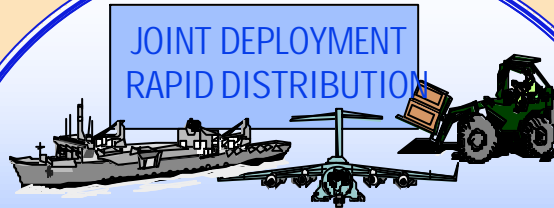
# The Challenges of Focused Logistics



**Fit and Healthy Force**

**Casualty Prevention**

**Casualty Management**

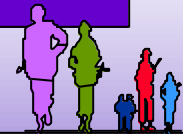


**Strategic Airlift/Sealift/PREPO**

**JLOTS SS3**

**Mobility Requirements Study**

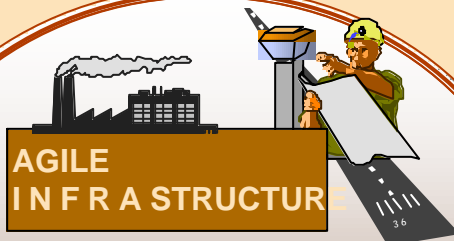
**JOINT THEATER  
LOGISTIC  
MANAGEMENT**



**Institutionalize Process**

**Integrate Log Operations**

**Optimize Logistics Support**



**Ports &  
Airfields**

**Contractor  
Logistic  
Support**

**Civil Engineering Support**

**Enroute/PREPO  
Infrastructure**

**MULTINATIONAL  
LOGISTICS**

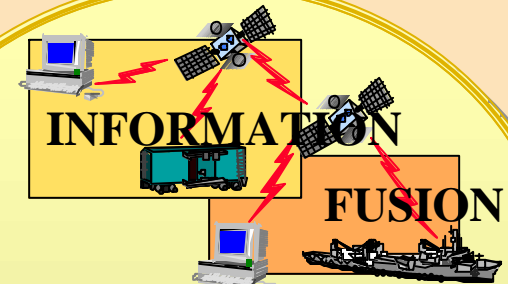
**Doctrine**



**Multinational Asset Visibility**

**Improved UN/NATO Log**

**Bi-Lateral Agreements**



**InfoTech for Deployment,  
Force Tracking & Sustainment**

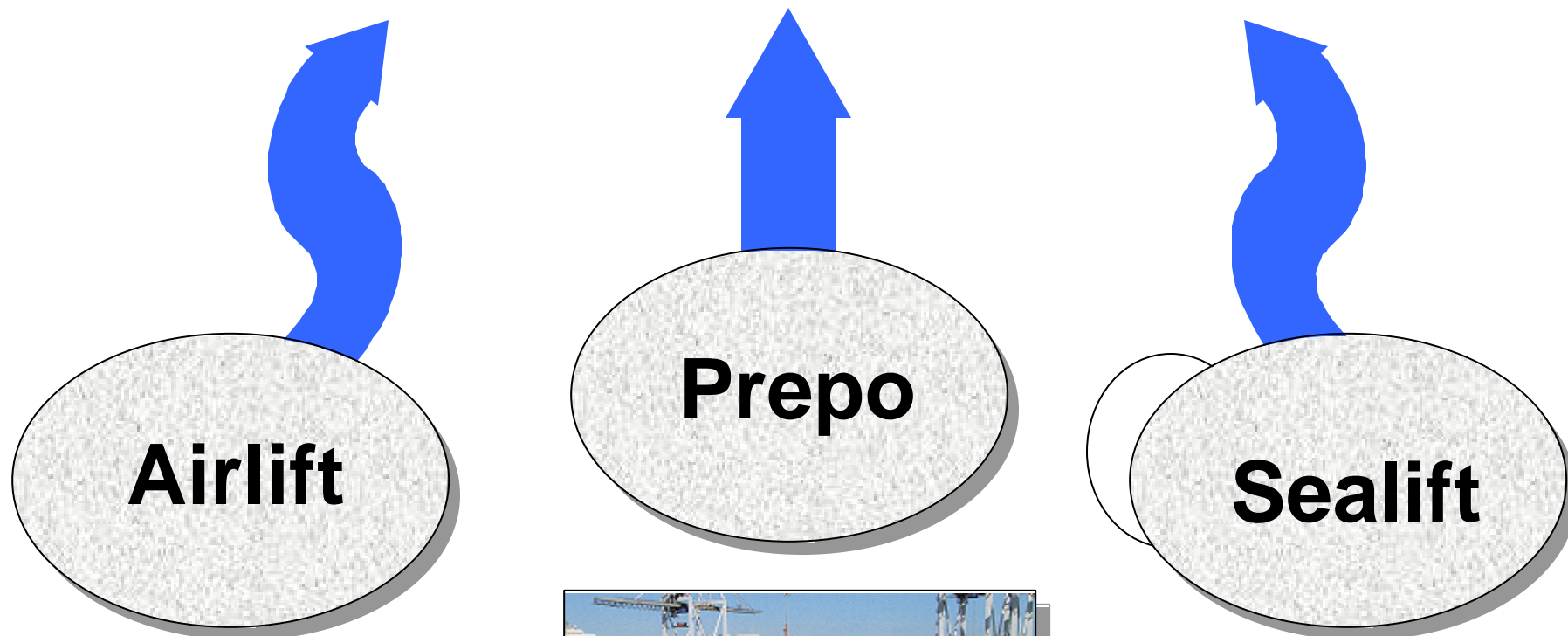
**GCSS Family of Systems**

**LOG INFO in the COP**

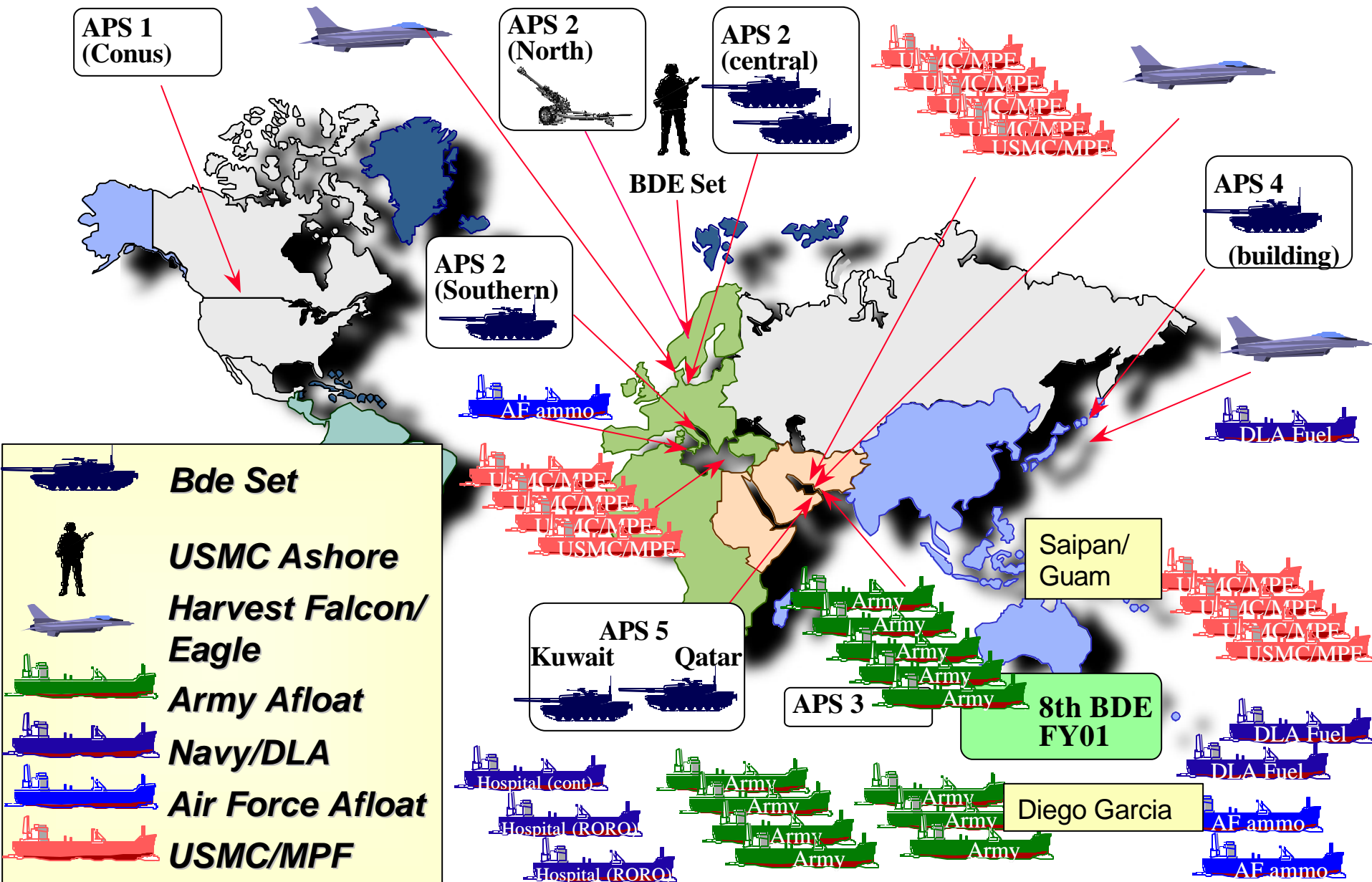
**Data Management**



# Strategic Mobility Triad



## Prepositioned Equipment







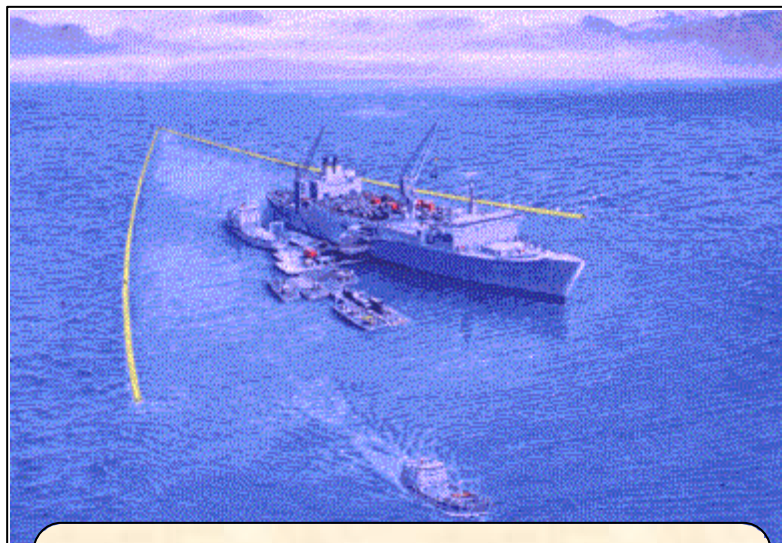
# Joint Deployment and Rapid Distribution: Joint Logistics Over the Shore

**Goal:  
Sea State 3  
Offload Capability**

**Joint Modular  
Lighterage System  
(JMLS)**



**50% Wave  
Height Reduction**



**Rapidly Installed  
Breakwater (RIB)**



# Mobility Requirements Study: MRS 05



## Mobility Requirements Study 2005



- Buy-in from SECDEF, CINCs & Services
- Congressional support

### Report Recommends

- ✓ Additional airlift required to support competing demands
- ✓ Value in using commercial shipping
- ✓ Additional CONUS improvements needed to support deployment
- ✓ Additional mobility assets required in theater to reduce risk





# Agile Infrastructure



- C-17
- F-117



## Best Business Practices

**Contractor Logistic Support  
(Competitive Sourcing/  
Privatization)**

**E-Business Applications  
Service Supported**







# Logistics Transformation

✓ WE HAVE THE MOST *EFFECTIVE* LOG SYSTEM IN THE WORLD

**But...**

- WE ARE LACKING *FLEXIBILITY*
- WE ARE LACKING *MOBILITY*
- WE ARE LACKING *EFFICIENCY*
- WE ARE LACKING *INTEROPERABILITY*

- 1000+ Log Systems today
- Processes are over 30 yrs old
- Batch Processing-adds days
- Cannibalization increasing
- Backorders add months
- Widening gap between DoD and industry practices
- No Joint Materiel Management capability

*We are **NOT** READY for 2020*



# Where we are Going...Logistics Transformation

## *Real-Time Situational Awareness*

**Optimize  
Logistics  
Processes to  
Minimize  
Customer Wait  
Time (CWT)  
using  
Variance  
Based Metrics**

**FY01**

**Customer  
Confidence  
In a  
Simplified  
Priority  
System With  
Time Definite  
Delivery**

**FY 02**

**Total Asset  
Visibility  
Through  
Use of  
AIT, Shared  
Data  
Environment  
and Other  
Applications**

**FY 04**

**Real-Time,  
Actionable,  
Web-Based  
Logistics  
Information  
Systems**

**FY 04**

**WARFIGHTER FOCUS**



# BOTTOMLINE

“SUPPORTING THE WARFIGHTER”





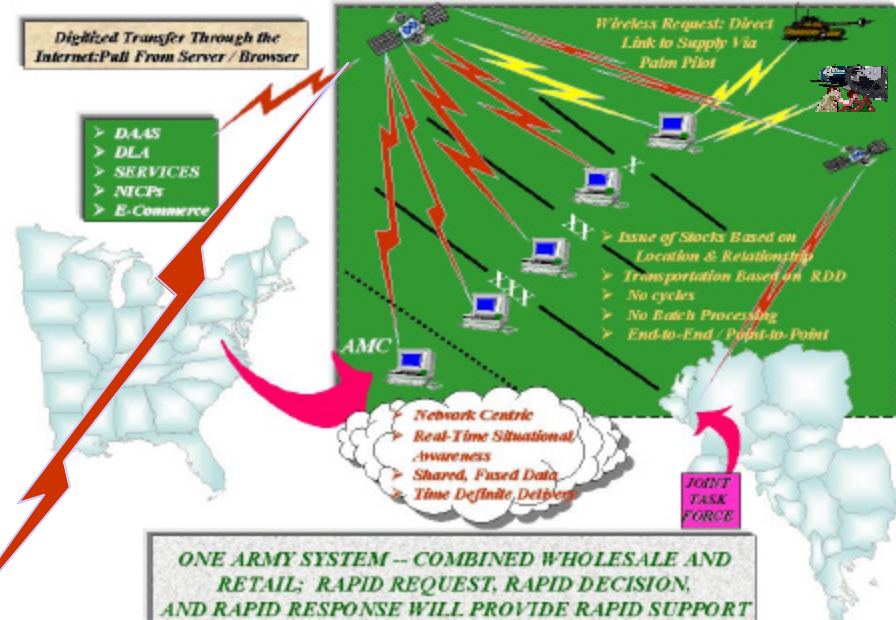
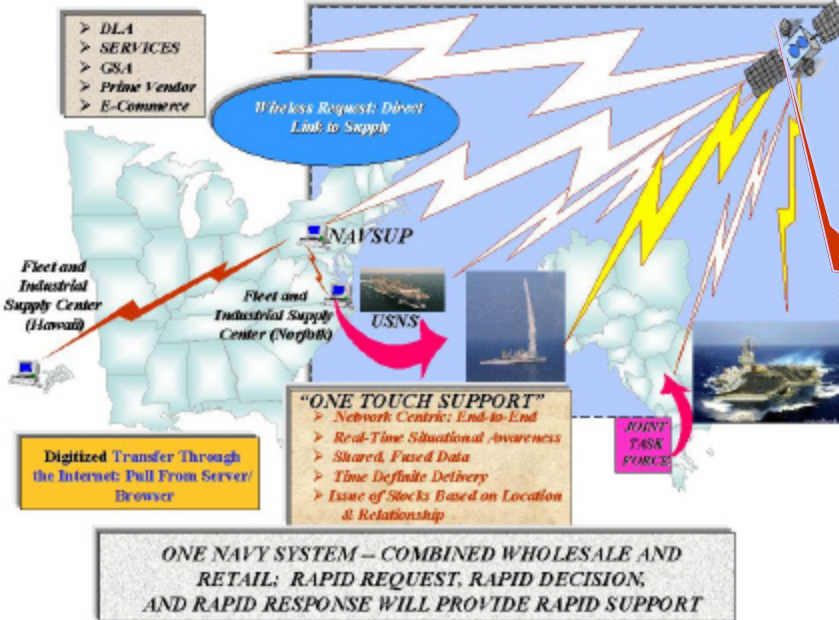


**BACKUP**

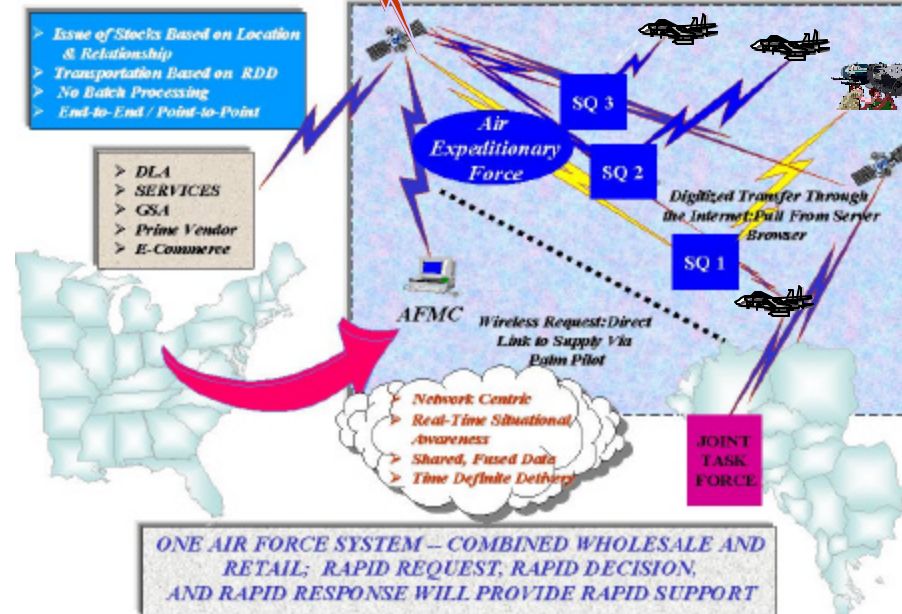
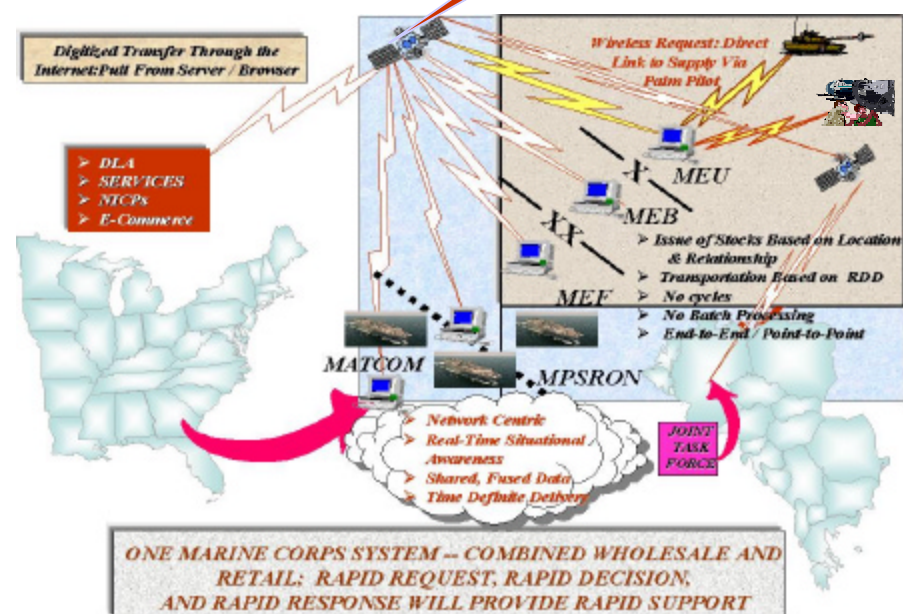


# EN Route Fuels





## NETWORK-CENTRIC LOGISTICS INFORMATION ENVIRONMENT

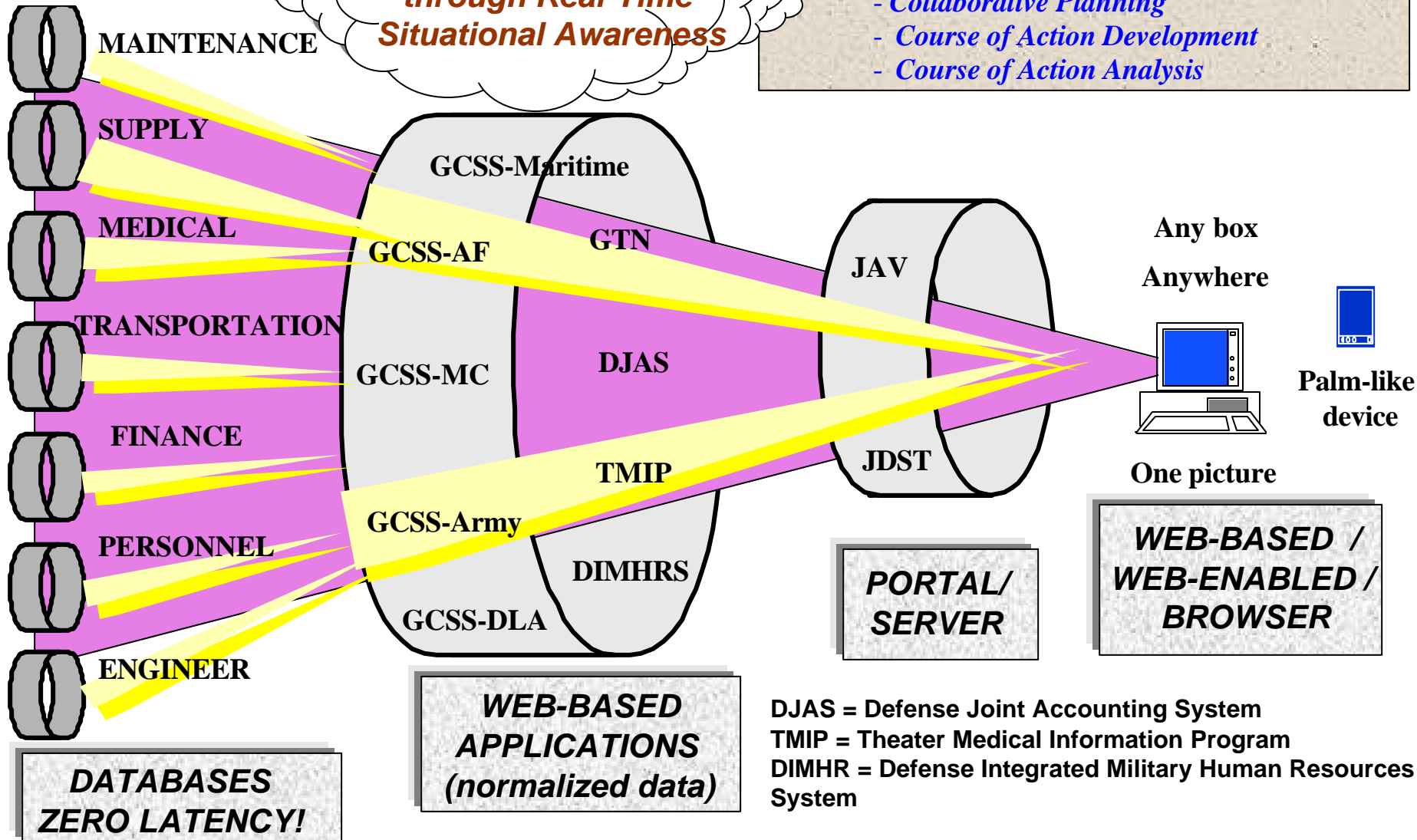




# Where Are We Heading

**Logistics Transformation  
through Real-Time  
Situational Awareness**

- **Joint Asset Visibility**
  - *Mobility, Transportation, Movement*
  - *Logistics (Supply, Maintenance, Engineer)*
  - *Personnel and Health*
  - *Acquisition and Finance*
- **Joint Decision Support Tools**
  - *Collaborative Planning*
  - *Course of Action Development*
  - *Course of Action Analysis*



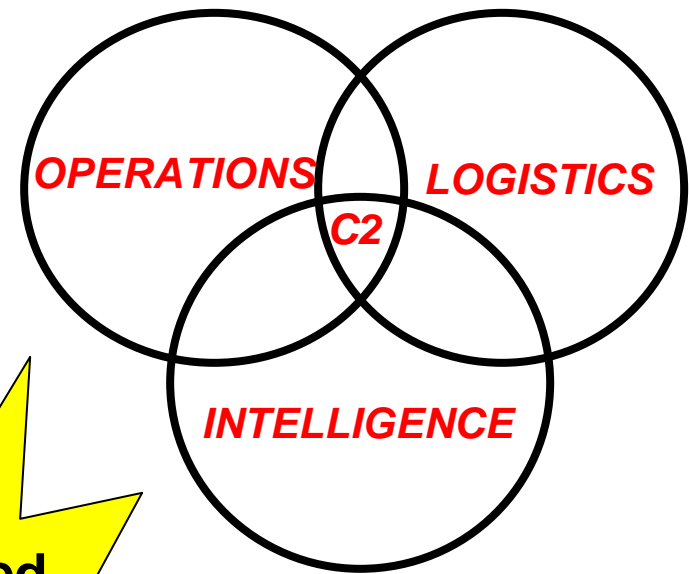


# Joint Logistics Warfighting Initiative

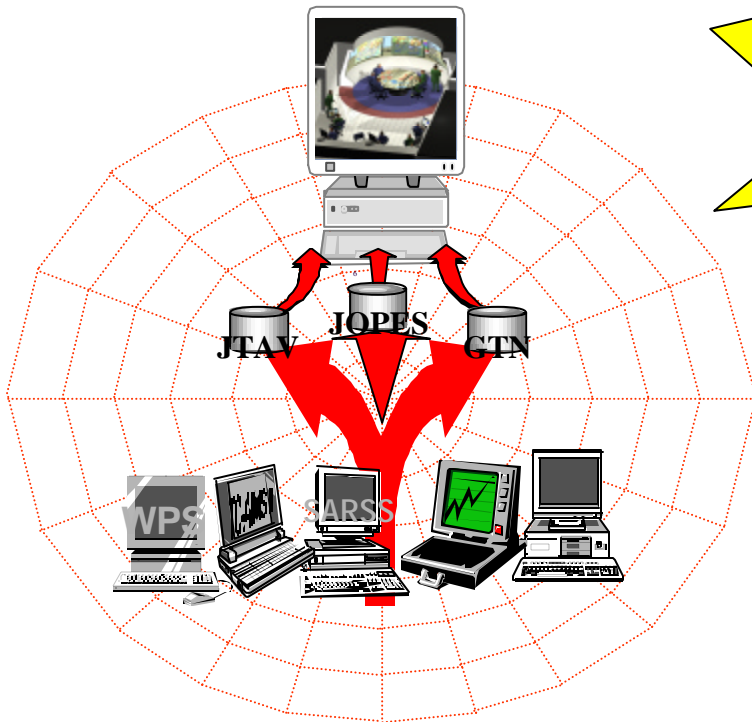
- ❑ **Test for success**
  - Characterize and certify
  - Affordable confidence
  - Ensure operational capability
- ❑ **Major Effort**
  - Replicate CENTCOM AOR
  - Apply Service Legacy Systems On-Site
  - Create an Integrated Data Environment
  - Create training package for export to AOR
- ❑ **Two Components of the Demonstration**
  - Provide real-time asset visibility through supply nodes
  - Establish a web-based requisitioning system



# Logistics Transformation through Network Centric Logistics



**Integrated  
Real-Time  
Situational  
Awareness**







# What Do Multinational Logistics Do?

**Enhance operational readiness**



**Provide responsive & flexible support during Peacekeeping & Disaster Relief Operations**

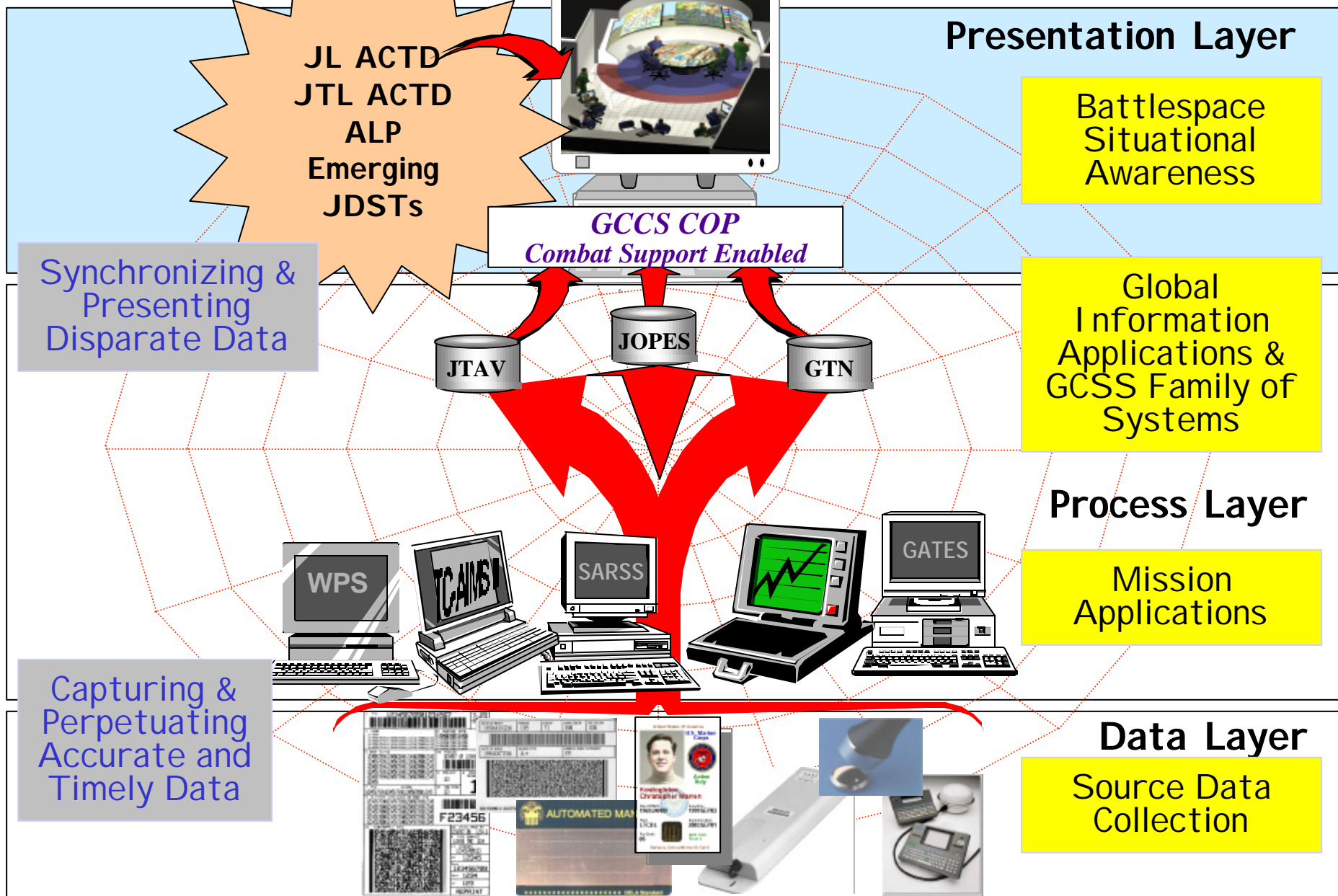
**Provide cost effective mutual support**

**Reduce the logistics tail for joint exercises/contingencies**

**Promote Interoperability**



# Information Fusion: A Vertical View





# Agile Infrastructure

## Agile Engineer Forces

*High demand -- early enablers*

- Provides the permanent and temporary facilities infrastructure necessary to provide and sustain forces.
- FLOW (Series) demonstrated the critical need for rapid deployment of uniformed Engineers
- Engineer Capability Study





# Force Health Protection

## Force Health Protection

### Healthy & Fit Forces

Risk Communication  
Health assessment  
screenings  
Health promotion  
programs  
Stress management

### Casualty Prevention

Serum Collection  
Forward Labs  
Surveillance Teams  
Environmental  
Surveillance  
Sample analysis  
Vaccinations

### Casualty Care & Management

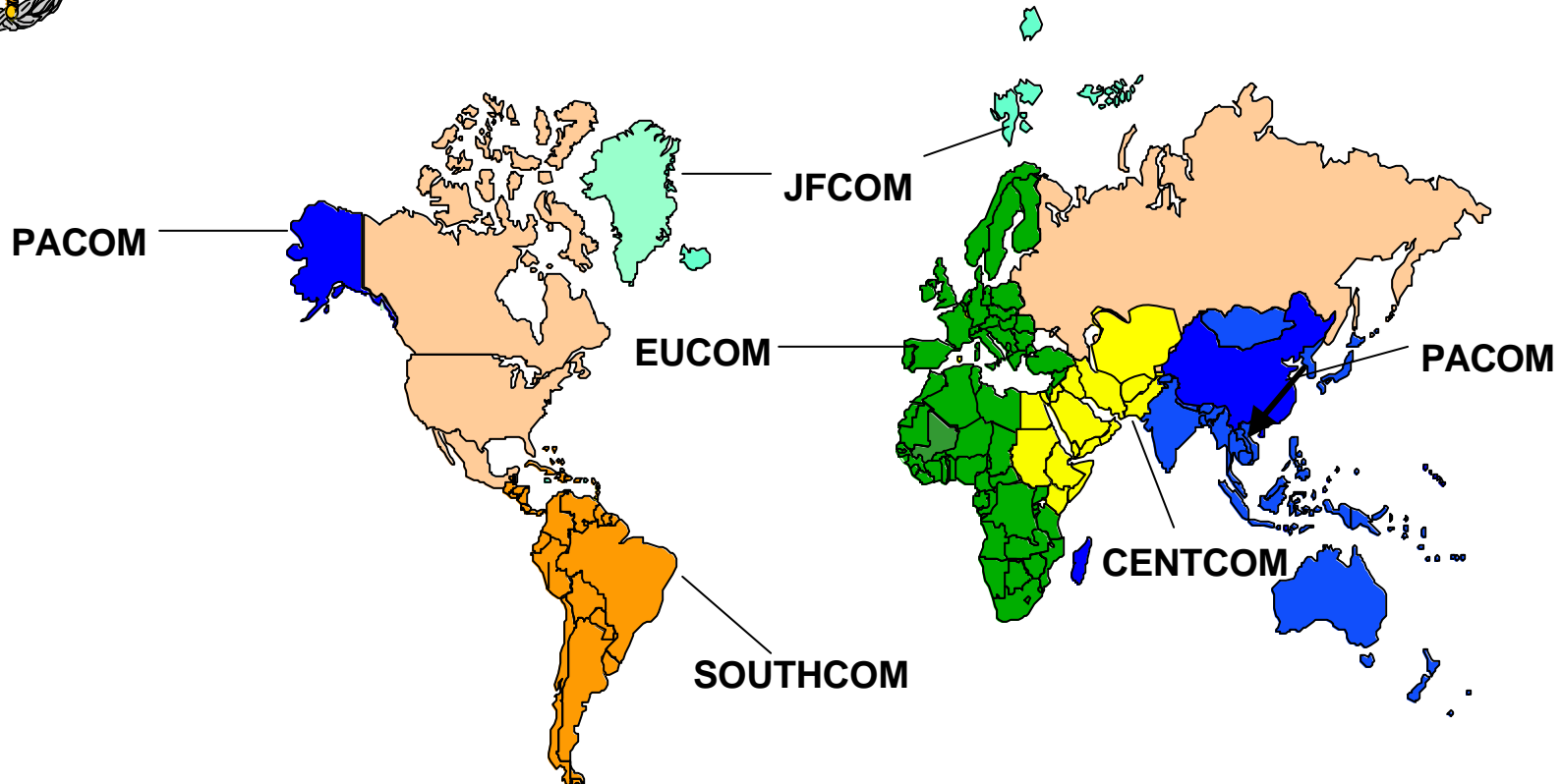
Robust Medicine  
First Response  
Theater Hospitalization  
Care In The Air  
DEPMED Reengineering  
Emerging Technologies

**TRICARE, Training, Logistics, Information Management**

**Balanced Approach: Curative and Preventive Medicine**



# Joint Theater Logistics Management



## ✓ ***Supports CINC Directive Authority for Logistics***

- Matches critical CINC-level operational requirements to stocks
- Optimizes geographic positioning of stocks
- Optimizes Inter/intra-theater distribution assets
- Supports redistribution of assets to support operational needs



# Joint Deployment and Rapid Distribution: AIR

## C-5

Over- and Outsize Airlift



### Issue:

Poor Reliability  
FY 00 MC Rate: 59%

### **CRAF Stages:**

Stage I -- 79 Aircraft  
Stage II -- 262 Aircraft  
Stage III -- 815 Aircraft

Issue:  
Takes Time  
to Activate



## CRAF

30 Carriers 815 Aircraft





# Joint Deployment and Rapid Distribution: AIR

## C-141

### Retirement of the Fleet



### C-141 Retirement:

Active Fleet -- FY 03  
Reserve Fleet -- FY 06  
134 C-141s remain

C-17 Acquisition:  
74 of 134 Delivered  
Center Wing Tank Mod



**C-17**  
*Acquisition Timeline*